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Approved For Release 2002/05/08 : CIA-RDP78-05343A000100150014-6

12 November 1974

MEMORANDUM FOR: Deputy Director for Administration

ATTENTION : DD/A Plans Staff

SUBJECT : Status Reports, Office of Medical  
Services Objectives, FY 1975

REFERENCE : Your memo, dated 31 July 1974, Subject-  
Management Conferences - FY 1975

1. In accordance with referent instructions, attached are six (6) copies of status reports on the Office of Medical Services Objectives and Action plans for FY 1975.

2. As a result of the Management Conferences on 26 September 1974 and our own internal reviews, the following changes have been made in the objectives stated below.

- B 57203 - Assessment Centers  
Objective statement revised and new milestones, 1a, 1b, 4 and 5, added.  
Completion date of milestone #3 moved from 1 October 1974 to 31 January 1975.
- B 57204 - Behavioral and Social Sciences - "Sensing Devices". Milestones and completion dates revised.
- B 57205 - Behavioral and Social Sciences - "Agency's Subculture". As previously indicated, a revision of this objective is recommended, and in this regard a proposed study on "Career Commitment" is attached for DD/A review and approval.

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SUBJECT: Status Reports, Office of Medical Services  
Objectives, FY 1975

B 57206 - Annual/Executive examination program.  
Objective simplified and milestones revised.

3. There are no other items recommended for discussion  
at the 20 November Management Conference.



25X1A

John R. Tietjen, M.D.  
Director of Medical Services

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## ACTION PLAN

Date of Report 11/11/74

jective Number: A 57201

Fiscal Year	:	1975
Est. Man-Yrs.	:	0.01
Est. Dollars	:	\$500
Target Date	:	30 Nov 74
Action Officer:	:	
Telephone No.	:	

Subjective Statement (who, what, & when)

Develop during FY 1975, for the major services performed by OMS, systems to provide an efficient costing methodology applicable to the users of such services. (The goal is to make users aware of what services cost, not to have them actually budget for the services.)

Period	Stat
July-Aug	+ =
25X Sept-Oct	(+) =
Nov-Dec	+ =
Jan-Feb	+ =
Mar-Apr	+ =
May-June	+ =

Status Description:

(+): Exceeding Planned Performance.

=: Meeting Planned Performance.

<: Behind Planned Performance.

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Objective Number: B 57201

OFFICE OF Medical Services ACTION PLANDate of Report 11/11/74

DCI	DD	Office	Div
	x		

Objective Statement (who, what, & when)  
Continue the development of the Behavioral and Social Sciences (BSS) Program by monitoring during FY 1975 the four applications which the OMS BSS Committee has reviewed and assigned to various OMS elements for action.

Fiscal Year : 1975  
Est. Man-Yrs. : 0.15 \*  
Est. Dollars : \$45,000\*  
Target Date : 30 June 1975  
Action Officer: John R. Tiethen,  
Telephone No. :                      M.D.

Period	Status
	(Circle One)
July-Aug	+ = <
Sept-Oct	+ <u>=</u> <
Nov-Dec	+ = <
Jan-Feb	+ <u>=</u> <
Mar-Apr	+ <u>=</u> <
May-June	+ = <

## Status Description:

+: Exceeding Planned Performance.  
=: Meeting Planned Performance.  
<: Behind Planned Performance.

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MILESTONES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Footnote Number
1. Assessment Center (OJCS)				X									
2. Center for Creative Leadership (OTR)				X									
3. Management Advisory <u>                    </u>					X								
4. Counterterrorism (DDO)							X						
5. Review procedures for BSS projects												X	

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Objective Number: B57202

OFFICE OF Medical Services ACTION PLANDate of Report 11/11/74

DCI	DD	Office	Div
	XX		

Fiscal Year : 1975  
 Est. Man-Yrs. : 2.5  
 Est. Dollars : \$53,000  
 Target Date : 30 June 1975  
 Action Officer:   
 Telephone No. :  M.D.

Period	Status
	(Circle One)
July-Aug	+ = <
Sept-Oct	+ <u>=</u> <
Nov-Dec	+ = <
Jan-Feb	+ <u>STATINTK</u>
Mar-Apr	+ = <
May-June	+ = <

Objective Statement (who, what, & when)  
 Through the Multiphasic Testing/  
 Periodic Health Examination Program  
 provide in FY 1975 screening to 500 more  
 (2,000 in FY 1975 vs. 1,500 in FY 1974)  
 Agency employees not now seen on any recurring  
 basis. Evaluate results and add to FY 1974  
 data base for evaluation of the system.  
 (Joint with OJCS).

Status Description:  
 +: Exceeding Planned Performance.  
 =: Meeting Planned Performance.  
 <: Behind Planned Performance.

MILESTONES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Footnote Number
1. Select Directorate for FY 75 MT/PHE Program and begin FY 75 MT/PHE Testing.			X										
2. Initial evaluation of MT/PHE results and add to FY 74 data base for evaluation of the system.							X						
3. Final evaluation of MT/PHE results and add to FY 74 data base for evaluation of the system.												X	

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Objective Number:

B 57203

DCI	DD	Office	Div
	X		

Objective Statement (who, what, &amp; when)

Initiate an Assessment Center development effort in at least one other Directorate in FY 75.

OFFICE OF Medical Services ACTION PLANDate of Report 11/11/74

Fiscal Year : 1975  
 Est. Man-Yrs. : 0.5  
 Est. Dollars : \$16,000  
 Target Date : 30 June, 1975  
 Action Officer:   
 Telephone No. :

Period	Status
	(Circle One)
July-Aug	+ = <
Sept-Oct	+ <u>=</u> <
Nov-Dec	+ = <
Jan-Feb	+ = < STATINTL
Mar-Apr	+ = <
May-June	+ = <

Status Description:

+: Exceeding Planned Performance.  
 =: Meeting Planned Performance.  
 <: Behind Planned Performance.

MILESTONES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Footnote Number
1. Develop assessment materials tailored to the needs of the Office of Joint Computer Support.			20										
1a. Design a system for the integration of a Management Development Center into the OJCS structure.			30										
1. Introduce the system to OJCS managers.					8								See General remarks
2. Aid in selection of assessors.					30								See General remarks
2a. Train assessors.						31							See General remarks
3. Conduct an operational running of the Center.							31						#1
4. Assess results of running.								28					#1
5. Initiate effort in another Directorate.									31				#2

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B-57203

REMARKS

Objective - revised in accordance with the discussion at the 26 September 1974 Management Conference.

General

At a meeting with D/JCS on 12 September 1974 a discussion of the assignment of internal responsibilities for the Center eventuated in a charge to PSS to design and introduce to OJCS managers an overall system in which responsibilities, communication channels, and action plans based upon Center findings were to be delineated. This introduced two new milestones into the process, (1a and 1b), and in effect, provided a broader "system" concept in which the Center (now designated the "Management Development Center") will operate. This system, designed in consonance with the DCI's guidelines for a personnel management program, was presented to OJCS managers on 11 October to the OJCS Career Service Panel on 8 November. It is in this context that the selection and training of assessors will now proceed, with revised completion dates as indicated.

FOOTNOTES

- #1. This milestone is added with the notion that some review of the experience gained to date will be in order.
- #2. Logically, there is no reason why the initiation of an effort in another Directorate need await the conclusion of this effort in OJCS, and PSS stands ready to explore such possibilities at any time. As a practical matter, we note the reluctance of other components to start down this road until some experience base is available. While this seems sound from one point of view, we would note that the needs of other components are very likely sufficiently unique that the generalizability from this one experience is apt to be limited. An "assessment center", in other words, is, and should be, a different thing to different people.

Objective Number: B 57204

OFFICE OF Medical Services ACTION PLAN

Date of Report 11/11/74

DCI	DD	Office	Div
	XX		

Objective Statement (who, what, &amp; when)

By 30 June 1975, with the aid of the OMS BSS program, develop procedures including appropriate "sensing devices" -- for assuring that the present fluid nature of behavioral norms in our society is appropriately considered in the selection of new employees. (Joint with OS and OP)

Fiscal Year : 1975  
 Est. Man-Yrs. : See B 57201  
 Est. Dollars : See B 57201  
 Target Date : ~~30 June~~ 30 June, 1975  
 Action Officer: John R. Tietjen,  
 Telephone No. :  M.D.

Period	Status
	(Circle One)
July-Aug	+ = <
Sept-Oct	+ = <
Nov-Dec	+ = <
Jan-Feb	STATINTL
Mar-Apr	+ = <
May-June	+ = <

Status Description:

+: Exceeding Planned Performance.

=: Meeting Planned Performance.

&lt;: Behind Planned Performance.

MILESTONES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Footnote Number
1. Secure necessary capability for full-time inventory of sensing devices being used anywhere in USA.							x						
2. Conduct such survey.										x			
3. Develop proposals for Agency sensing devices.												x	



OFFICE OF Medical Services ACTION PLAN

Fiscal Year : 1975  
Est. Man-Yrs. : See B 57201  
Est. Dollars : See B 57201  
Target Date : 30 June 1975  
Action Officer: John R. Tietjen,  
Telephone No. : [redacted] [redacted] M.D.

Period	Status
July-Aug	+ = <
Sept-Oct	+ = <
Nov-Dec	+ = <
Jan-Feb	STATINTL <
Mar-Apr	+ = <
May-June	+ = <

jective Statement (who, what, & when)  
Through the auspices of the BSS  
rogram, arrange for the CIA Management  
committee to examine some aspects of the Agency's subculture during  
Y 1975. Areas to be considered are: (1) to examine the impact of  
echnology, especially computers, on the way people work and the re-  
ultant impact on Agency effectiveness; (2) to conduct a study as to  
he her or not there will be problems in preparing the Agency to accept  
inities; (3) to conduct a study to determine the effect of anonymity  
on Agency personnel; and (4) to examine the psychological impact on  
staff-type personnel converted to non-official cover (this study would in-  
clude inputs from Agency Regional Medical Officers as appropriate).

Status Description:

- + : Exceeding Planned Performance.
- = : Meeting Planned Performance.
- < : Behind Planned Performance.

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# PROPOSED STUDY ON CAREER COMMITMENT

## Facts and Assumptions

1. The Agency is losing many good professionals via voluntary separation.
2. Any organization which recruits large numbers of able and ambitious people is bound to lose many of them.
3. There is no satisfactory empirical or philosophical answer to the question "how many is too many?"
4. One answer: "too many" is when the pool of survivors from which senior positions must be filled has shrunk to the point where those available are less able than those who have left.
5. Such evidence as we have suggests this has not happened.
6. Nevertheless, the serious consequences of this possibility make it incumbent upon management to study the process by which decisions to stay or leave are made, and variables which determine the decisions.
7. The process is an on-going individual decision-making activity best studied via structured depth interviews.
8. Attitudinal variables, perceptions of opportunities to achieve goals within and outside the organization, cultural variables and economic indicators are the primary variables in this process.
9. Background, demographic, and "status" variables (position, experience, grade, education, marital status, etc.) also merit examination for possible relationship to the decision process, regardless of whether or not the

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individual "perceives" these variables to be relevant.

10. A study of process and variables may provide guidance to management on Agency policies and practices in the areas of recruitment, training, personnel development, promotion, and job enrichment conducive to the retention of the "best" people.

### General Outline of Proposed Study

1. Two phases: those who have left ("Leaves") and those promising people on board who constitute the present pool from which management expects to fill senior positions in the next 5 to 10 years ("Comers").

#### 2. Leaves

a. Depth interviews of a sample of 50 to 100 professionals six to 18 months after separation to determine variables which influenced decisions to leave and process by which decision was made.

b. Primary purpose is to gain information to use in tracking Comers.

#### 3. Comers

a. A five-year longitudinal study, using annual depth interviews to track the career commitment process as it evolves, focusing on variables mentioned above, as enlightened by information obtained in study of Leaves.

b. Comers, 100 to 150, Agency-wide sample, 5 to 10 years Agency service, promising individuals with potential for filling senior positions.

#### 4. Resources

a. An in-house study director, with interviewing of Leaves to be done primarily by contract personnel, possibly recruited from among former Agency employees.

b. Study of comers to begin only after interviewing of Leaves is substantially completed. Both in-house and contract personnel involved.

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Objective Number:

OFFICE OF Medical Services ACTION PLANDate of Report 11/11/74

B 57206

DCI	DD	Office	Div
	XX		

Objective Statement (who, what, &amp; when)

Fiscal Year : 1975  
 Est. Man-Yrs. : 3.0  
 Est. Dollars : \$61,000  
 Target Date : 30 June 1975  
 Action Officer:   
 Telephone No. :

Period	Status
	(Circle One)
July-Aug	+ = <
Sept-Oct	+ <u>=</u> <
Nov-Dec	+ = <
Jan-Feb	+ STAFF INFL
Mar-Apr	+ = <
May-June	+ = <

Perform in FY 1975 1000 Annual/  
Executive Annual Physical Examinations.

## Status Description:

+: Exceeding Planned Performance.  
 =: Meeting Planned Performance.  
 <: Behind Planned Performance.

MILESTONES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Footnote Number
1. Begin the Annual/Executive Annual Program	X												
Evaluate the pathological findings of the Annual/Executive Annual Program.												X	

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